

PROMOTION RECOMMENDATION
University of Michigan-Flint
School of Management

Clement Chih Hao Chen, associate professor of accounting, with tenure, School of Management, is recommended for promotion to professor of accounting, with tenure, School of Management.

Academic Degrees:

Ph.D.	2001	University of Kentucky, Lexington, Kentucky
M.B.A.	1997	Michigan State University, Lansing, Michigan
B.B.A.	1993	University of Michigan, Ann Arbor, Michigan

Professional Record:

2006 – Present	Associate Professor of Accounting, with tenure, School of Management, University of Michigan-Flint
2001 – 2006	Assistant Professor of Accounting, School of Management, University of Michigan-Flint
1997 – 2001	Teaching Assistant, School of Management, University of Kentucky, Lexington, Kentucky

Summary of Evaluation:

Teaching – Professor Chen is an excellent teacher with a demonstrated record of superior teaching effectiveness. His teaching philosophy is based upon striving to increase student learning by initiating in-class or online discussions, assigning group exercises, and providing real-world examples to illustrate the key concepts. He fosters high standards and encourages developmental skills such as critical-thinking and interpersonal skills.

Research – Professor Chen’s primary areas of research include performance management, issues in accounting education, and effectiveness of blended learning and online learning in accounting instruction. External evaluators speak highly of the quality of his research. Since his initial promotion in 2006, Professor Chen has published 12 additional articles in peer reviewed journals.

Recent Significant Publications:

Chen, C., Jones, K., and Moreland, K. “Virtual Groups in a Cost Accounting Course: Group Dynamics, Outcomes and Participant Satisfaction.” *Advances in Accounting Education*, Volume 11, 153-170 (2010).

Chen, C., Jones, K., and Moreland, K. “Distance Education in a Cost Accounting Course: Instruction, Interaction, and Multiple Measures of Learning Outcomes.” *The Journal of Educators Online*, Volume 7(2), 1-20 (2010).

- Jones, K. and Chen, C. "The Pervasive Success of 6 Sigma at Caterpillar." *Strategic Finance*, April 29-33 (2010).
- Chen, C. and Jones, K. "Are Employees Buying the Balanced Scorecard?" *Management Accounting Quarterly*, Volume 11 (1), 36-44 (2009).
- Jones, K., Hunt, S., and Chen, C. "Auditors' Performance Evaluations: The Effect of Preconceived Notions on Recall of Performance Information." *Accounting Forum*, Volume 32, 213-224 (2008).
- Chen, C., Jones, K., and McIntyre, D. "Analyzing the Factors Relevant to Students' Estimations of the Benefits and Costs of the Accounting Profession." *Accounting Education: An International Journal*, Volume 17 (3), 313-326 (2008).
- Chen, C. and Jones, K. "Blended-Learning in a Graduate Accounting Course: Student Satisfaction and Course Design Issues." *The Accounting Educators' Journal*, Volume 18, 15-27 (2008).
- Chen, C. and Jones, K. "Blended Learning vs. Traditional Classroom Settings: Analyzing Students' Satisfaction with Inputs and Learning Processes in an MBA Accounting Course." *Advances in Accounting Education*, Volume 8, 25-37 (2007).
- Chen, C. and Jones, K. "Budgeting: Can't We Do Better Than This?" *New Accountants*, Volume 720, 6-9 (2007).
- Chen, C. and Jones, K. "Management Tools: Who Uses Them and How Effective Are They?" *CPA Journal*, August, 50-55 (2007).
- Chen, C., Jones, K., and McIntyre, D. "Students' Major Selections in Changing Economics Times." *New Accountants*, Volume 723, 6-11 (2007).

Service – Professor Chen has a strong service record having served on 18 School and University committees since his promotion to associate professor. He is the faculty advisory for the Beta Gamma Sigma Honors Society and is the faculty mentor for the international students. Professor Chen has also demonstrated significant commitment to serve his discipline by serving as ad hoc reviewer for several professional journals and has supervised the Beta Alpha Psi Voluntary Income Tax Assistance (VITA) program from 2002 to 2004.

External Reviewers:

Reviewer (A):

"Dr. Chen's research accomplishments are excellent, both in terms of quantity and quality of his research. Managerial Accounting is one of his primary teaching and research areas and his scholarship in this area has had significant impact on the profession."

Reviewer (B):

“The articles reviewed are clearly of high quality. The methodologies are defensible and sufficiently rigorous, and the quantity is more than adequate (12 since promotion to associate professor). Indeed, in terms of the quantity/quality ratio, I would rate Clement Chen’s productivity as excellent.”

Reviewer (C):

“One focus of Dr. Chen’s research has been associated with exploring student perceptions in traditional, distance, and blended learning environments. Obviously this is an area of increasing interest in universities across the United States as they seek to reach more students in an efficient manner while still providing an effective learning environment.”

Reviewer (D):

“Reviewing the research methodology of writings included with your letter, four of the education pieces and one of the auditing articles demonstrated mastery of traditional research tools.”

Reviewer (E):

“In summary, the best description I can use for Dr. Chen’s research record for the past four years is ‘impressive.’ While the volume of work speaks for itself, it is clear that there has been great substance to his work and he has made a significant contribution to the areas of research in accounting education, professional management accounting, and auditing.”

Summary of Recommendation:

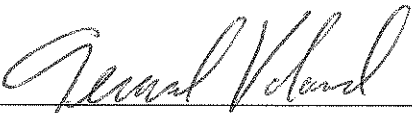
An excellent teacher, prolific scholar and a committed faculty of the University, Professor Chen is unanimously recommended for promotion to the rank of professor of accounting, with tenure, School of Management.

Recommended by:

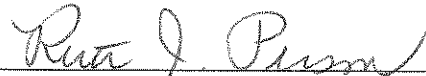


Vahid Lotfi, Acting Dean
School of Management

Recommendation endorsed by:



Gerard Voland, Provost and
Vice Chancellor for Academic Affairs



Ruth J. Person, Chancellor
University of Michigan-Flint

May 2011